Department of the Army
Pamphlet 5-xx

DRAFT

Management

IMPLEMENTATION OF ARMY ENTERPRISE TRANSFORMATION

Headquarters
Department of the Army
Washington, DC
8 October 2004

UNCLASSIFIED

SUMMARY of CHANGE

DA PAM 5-xx
Implementation of Army Enterprise Transformation

This new publication dated 8 October 2004-

- Provides further detail on Secretary of the Army Memorandum, Army Enterprise Transformation Governance (Reference 4), and Army Regulation 5-xx, Management of Army Enterprise Transformation (Reference 7).

- Establishes the Enterprise Transformation Framework as the process by which the Army will plan and execute Enterprise Transformation.

- Presents a performance measure approach to be used by AEIOO and Army Mission Areas and Domains in tracking Enterprise Transformation and enterprise integration progress.

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Implementation of Army Enterprise Transformation

By order of the Secretary of the Army:

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History. This publication is a new Department of the Army pamphlet.

Summary.
This pamphlet describes the Enterprise Transformation Framework, which defines the process by which the Army will manage its continual Transformation to the Future Force; it is to be used with AR 5-xx, Management of Army Enterprise Transformation.

Applicability. The following procedures apply to HQDA, its field operating agencies (FOAs), major commands (MACOMS), and all other Army agencies or commands that define, design, implement, operate, or use business processes, information, and systems within their organizations. It applies to Active Army, Army National Guard (ARNG), U.S. Army Reserve (USAR), and organizations, systems, and services that support enterprise solutions across the Army and among Department of Defense (DoD), the Army, and other external organizations. Mission Area Leads, Domain Owners, Program Executive Officers, Program Managers, Architects, and the Army Enterprise Integration Oversight Office (AEIOO) will apply the Enterprise Transformation Framework in the execution and evaluation of Army Enterprise Transformation.

Proponent and exception authority. The proponent of this pamphlet is the Army Chief Information Officer/G-6. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation. The proponent may delegate the approval authority, in writing, to a manager or supervisor (who holds the grade of Colonel or the civilian equivalent) under their supervision within the proponent agency.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Chief Information Officer/G-6, ATTN: SAIS-AEO, 107 Army Pentagon, Washington, DC 20310–0107.

Distribution.
Distribution of this publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, the Army National Guard, and the U.S. Army Reserve.

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Chapter 1
Introduction

1-1. Purpose

This pamphlet describes the process necessary to carry out the policies established in AR 5-xx, Management of Army Enterprise Transformation (Reference 7). The pamphlet:

a. Provides further detail on Secretary of the Army Memorandum, Army Enterprise Transformation Governance (Reference 4), and Army Regulation 5-xx, Management of Army Enterprise Transformation (Reference 7). It is focused on the Army Business Mission Area in the execution of business transformation as a component of Army Enterprise Transformation.

b. Establishes the Enterprise Transformation Framework as the process by which the Army will plan and execute Enterprise Transformation.

c. Presents a performance measure approach to be used by the Army Business Mission Area and Domains in tracking Enterprise Transformation and enterprise integration progress.

1-2. References

Required and related publications and referenced forms are listed in Appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this pamphlet are explained in the glossary.

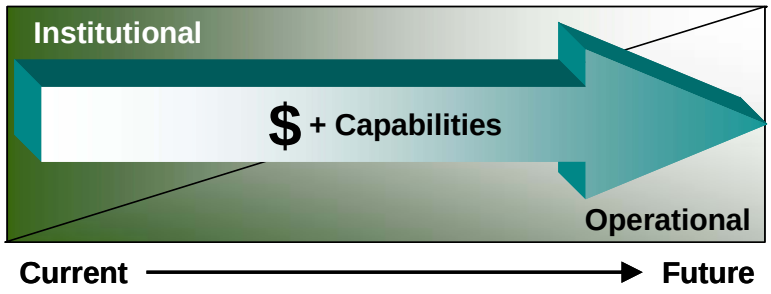
Chapter 2
Context

2-1. Transformation to the Future Force

a. The Army mission is to provide necessary forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies. While that mission endures, the Army is facing environments and pressures – both at home and abroad – like it has never faced before. These imperatives require a transformation ranging from back office computer systems to tactical capabilities. While the objectives of Army Transformation are defined in the Army Campaign Plan (ACP) (Reference 5), the specific actions each organization must take are not always intuitive. The Army is one of the largest and most complex organizations in the world and transforming is challenging for any established organization. The people of the Army have the knowledge, skills, and abilities to effect a successful Transformation. What is needed to enable Transformation is a framework that takes all the complexities of the myriad Federal, DoD and Army processes and guidelines and brings them into focus in a way that adds value to the Transformation effort.

b. Everything the Army does is in support of the warfighter – all programs and all resources should be focused on ensuring the defense of our constitution and our nation.

Figure 2-1: Current to Future Force



c. The Army has an overarching goal of shifting capabilities and resources to the 'tip of the spear' (Figure 2-1) and divesting non-core competencies. The Army's core competencies are:

(1) Train and Equip Soldiers and Grow Leaders

(2) Provide Relevant and Ready Land Power Capability to the Combatant Commanders and the Joint Team

d. The Army Campaign Plan (ACP) (Reference 5) is the Army's Enterprise Transformation Strategy and requires alignment between business and warfighter Transformation.

e. Army Transformation encompasses more than materiel solutions. Adaptive and determined leadership, innovative concept development and experimentation, and lessons learned from recent operations produce corresponding changes to Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF). A continuous cycle of innovation, experimentation, experience, change, and evaluation will enable the Army to improve capabilities to provide dominant land power to the Joint Force now and in the future.

f. Embedded within the ACP objectives are the Army capabilities that directly support achieving operational capabilities designated by DoD as the focus for transformation: strengthening intelligence, operating from the commons (space, international waters and airspace, and

cyberspace), projecting and sustaining US forces in distant and anti-access environments, denying enemies sanctuary, conducting network-centric operations, improving proficiency for irregular warfare, and increasing capabilities of partners.

g. Within the DoD and the Army, Mission Areas and Domains have been identified as the organizational entities leading Transformation. Throughout Army Transformation, Mission Area Leads and Domain Owners must demonstrate alignment of their business rules to operational capabilities through their target architecture and consider each program in the following context: If an existing or proposed program does not meet one of the following criteria, it does not align with Army Transformation and should not be continued or initiated.

(1) Increasing Operational Capabilities – therefore enabling the warfighter to accomplish the mission more effectively

(2) Increasing efficiency – therefore enabling those resources to be re-directed to the warfighter

(3) Directly related or essential to a warfighter capability

2-2. Army Enterprise Architecture

a. In both the Army Transformation and Business Management Modernization Program (BMMP) approaches, Mission Areas and Domains are the organizational entities from which Transformation must be planned and executed. The combination of all Mission Areas and Domains fully represent and enable the end-to-end process – foxhole to factory and back. While the individual organizational entities are critical to the Transformation effort, a larger, enterprise perspective must be established and maintained. For the Army, this enterprise perspective is described by the Army Enterprise Architecture (AEA). The AEA is the Army's blueprint, which describes Army solutions and maintains alignment with the DoD-level Global Information Grid (GIG) Architecture and Business Enterprise Architecture (BEA).

b. Inter-domain collaboration will be the primary vehicle to assist the Domains in creating Domain architectures that will align with the AEA. Rather than creating Domain architectures as islands and then attempting to integrate them, the architectures should be developed based on a set of guidelines, standards, and tools. Appendix B of this pamphlet contains architecture guidelines, standards and tools.

Chapter 3
Enterprise Transformation Framework Overview

a. The organizational structure and decision-making processes by which the Army will manage Enterprise Transformation are contained in the Army Regulation 5-xx (Reference 7). This Regulation assigns roles and responsibilities for the accomplishment of the major Enterprise Transformation activities:

(1) Establish Transformation Strategy, including mission, vision, goals, objectives and performance measures

(2) Establish the Transformation governance structure including assessment and enforcement

(3) Develop and conduct change management

(4) Develop and maintain the architecture and transition plan

(5) Conduct portfolio management

(6) Guide and support Transformation execution activities

b. The Enterprise Transformation Framework (Figure 3-1) provides implementation guidance for the Army's continual Transformation to the Future Force. Each phase of the framework identifies specific tasks (Table 3-1) to be achieved, and details of those tasks are elaborated throughout this pamphlet. While the phases in the framework are sequential, tasks may cross phases and new capabilities will be spiraled in throughout all phases.

Figure 3-1: Enterprise Transformation Framework

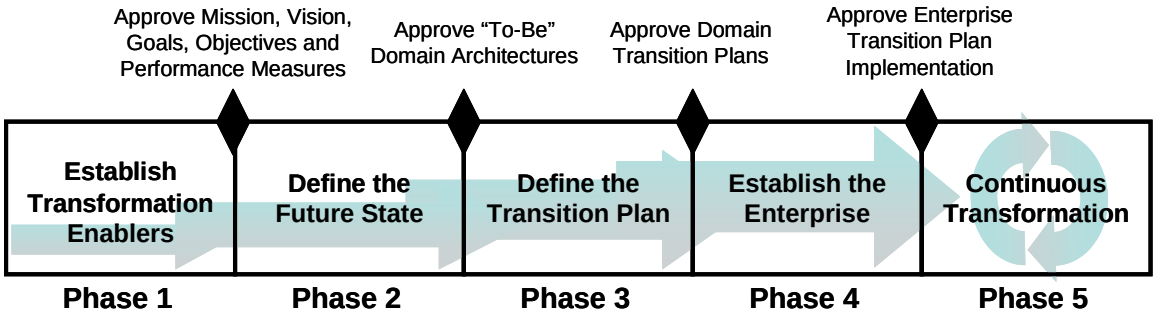


Table 3-1: Enterprise Transformation Framework Phases

Phase 1 Establish Transformation Enablers	• Assign key transformation roles • Establish governance structure • Define mission, vision, goals, objectives and performance measures • Document baseline portfolio (high-level current environment) • Begin participation in governance boards, working groups and Integrated Product Teams (IPTs)
Phase 2 Define the Future State	• Document Target Mission Area and Domain Architectures and Business Scenarios • Define Portfolio Management process based on DepSecDef and DoD CIO guidance • Create and begin execution of Change Management Plan • Establish a process to prioritize, collect and report Transformation performance measures and metrics
Phase 3 Define the Transition Plan	• Create the Mission Area and Domain Transition Plans • Use portfolio management process to make investment decisions at the Domain level and provide input to Mission Area and Army portfolio management • Receive a score between 0 – 50% on the Transformation performance measurement assessment • Achieve scores of 3 or higher on OMB Exhibit 300s (Reference 9) • Establish a process to refresh architecture work products on a regular basis
Phase 4 Establish the Enterprise	• Develop and implement Enterprise Target Architecture and Transition Plan • Integrate Transition Plan with portfolio management process • Receive a score between 51 – 80% on the Transformation performance measurement assessment • Achieve scores of 4 or higher on OMB Exhibit 300s (Reference 9) • Establish Performance Based Agreements with the Warfighter Mission Area
Phase 5 Continuous Transformation	• Achieve target performance levels for Warfighter Mission Area • Receive a score between 81 – 100% on the Transformation performance measurement assessment • Consistently achieve scores of 5 on OMB Exhibit 300s (Reference 9) • Continuously evolve to meet changing needs

Chapter 4
Enterprise Transformation Framework

4-1. Phase 1 – Establish Transformation Enablers

Phase 1 can be characterized as putting the 'Transformation Foundation' in place. These are the aspects – primarily people and processes – that must be in place before any significant Transformation progress can be made.

4-1-1. Transformation Governance Structure

a. The governance structure for Army Enterprise Transformation is described in Reference 7. This structure identifies the three primary bodies through which governance will be executed:

(1) Army Transformation Leadership Council

(2) Mission Area Governance Boards

(3) Domain Governance Boards

b. The Secretary of the Army establishes and chairs the Army Transformation Leadership Council, whose members consist of the Mission Area Leads (Warfighter, Business, Enterprise Information Environment and DoD Portion of National Intelligence). The Army Transformation Leadership Council provides executive oversight of, and strategic direction to, the Mission Areas and leverages existing governance structures when appropriate. The Council ensures the alignment of all Army Transformation efforts, resolves issues between Mission Areas and assesses Army Transformation progress.

c. The Mission Area Lead establishes a Mission Area Governance Board and represents that Mission Area on the Army Transformation Leadership Council. The Mission Area Lead establishes and executes the management structure that governs the Transformation of the Mission Area in support of the Army Campaign Plan. The Mission Area Lead establishes performance measures and metrics to gauge the support to warfighters and the implementation of Army Enterprise Transformation and oversees the efforts of the Domains Owners.

d. In support of the Mission Area (MA) and overall Army Enterprise Transformation, Army Domain Owners establish a Domain Transformation Governance Board and represent their Domain on the Mission Area Governance Board. Domain Owners will also ensure the Domain governance structure enables the OSD, Joint Staff, HQDA, MACOM and field activity requirements to be addressed in Domain Transformation activities and represent the Domain at Army and OSD transformation and functional governance boards and forums.

4-1-2. Assignment of Roles

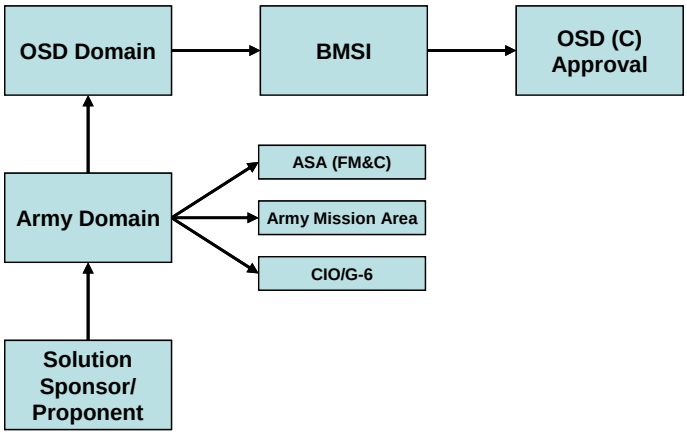
a. The Mission Area Lead and Domain Owners develop appropriate plans and charter(s) to establish roles and responsibilities and identify the key personnel who will fulfill the necessary roles throughout the Transformation effort.

b. Roles describe the function of a person or a group of people in an organization. An individual can fulfill a role, but sometimes a role describes a function that must be satisfied with several people serving in that role. Conversely, an individual may fill several roles within an organization.

4-1-3. Enforcement of Compliance with Statutory and Regulatory Requirements

a. A critical role of the Transformation Governance Structure is the enforcement of applicable statutory and regulatory requirements. Several statutes exist which establish requirements that must be adhered to by government agencies when purchasing IT solutions to enable their business practices. One of the most far reaching of these is the Clinger-Cohen Act (Reference 8) that dictates specific analyses that must be accomplished and assessed by the Agency leadership prior to purchase or initiating development. In DoD, language has been added to the Defense Appropriations Acts that levies upon DoD leadership (specifically, the DoD Comptroller) the additional requirement to closely examine and certify the need, cost, and interoperability of high dollar IT purchases. Figure 4-1 is an overview of the process that will be used by the Army to attain OSD certification of its IT purchases.

Figure 4-1: Overview of Certification Process



b. The Transformation Governance Structure that is established through this framework will provide management processes and guides that will allow Army leadership to monitor, assess and enforce compliance with statutory and regulatory requirements during planning, execution, and sustainment of Transformation throughout the Army.

4-1-4. Mission Area Strategy

The ASA(FM&C) has responsibility for developing the Army Business Mission Area mission, vision, goals, and objectives to guide the development of Domain strategies.

4-1-5. Domain Strategy

The Domain Strategy should be documented and communicated using the AV-1a architecture product described in Appendix B of this pamphlet (a template is included in the Enterprise Transformation Guide). The Domain Strategy must align with and support the Army and Mission Area mission, vision, goals, objectives, and performance measures and be approved by the corresponding Mission Area Governance Board. PEOs and PMs will continuously validate program activities against the documented strategy.

4-1-6. Performance Measures

a. The Army Enterprise must continually evolve to enable a relevant and ready, campaign-quality Army with joint and expeditionary capabilities. This means challenging and re-examining traditional processes and capabilities, as well as clearly defining the strategic plan and associated performance measures. Performance measures are an integral part of any organization that wants to change or improve itself, and the Army is no exception. Performance measures are used to measure goal attainment; thus providing a basis for comparing actual results with established performance goals, targets, or operational results for the Warfighter. Measures define how progress and success will be evaluated and therefore must be:

(1) Defined at the outset of the change effort

(2) Linked to goals and objectives (it is usually difficult to measure at the goal level, hence the reason to decompose goals into objectives and measure progress against the objectives as milestones)

(3) Outcome oriented

(4) Accompanied by baseline and target metrics.

b. The Government Performance and Results Act (GPRA) of 1993 (Reference 1) requires Federal agencies to develop strategic plans and annual performance plans. The strategic plan provides fundamental guidance to an organization; while the annual performance plan, which is based on the strategy, establishes specific performance goals for a fiscal year. Performance goals should be specific, measurable, achievable, realistic, and timely. Results are a central focus of the GPRA (Reference 1), the Clinger-Cohen Act (Reference 8), and BMMP; and therefore provide context for the measurement effort, and are a central aspect of the Army Transformation and the AEIOO framework for Implementation of Army Enterprise Transformation. Additional guidance on performance measurement was defined in Management Initiative Decision (MID) 901 (Reference 11) by: 1) establishing a framework for DoD-wide performance goals and measures; and 2) creating accountability by assigning a Principal Staff Assistant as the sponsor for each metric. To further reinforce the importance of measures, MID 910 (Reference 12) stated that performance measure information would be used to guide the Department's budget allocation decision-making process, the DepSecDef then issued a Schedule for Updating the Department's Annual Performance Plan and Report memorandum (Reference 10) which stated, "The Secretaries of the Military Departments are responsible for restructuring their annual statutory reports to describe how their organizational strategies support the Department's risk management framework and the performance goals defined in MID 901. These reports also will link departmental strategies to support program-level goals and measures, consistent with the guidance provided in MID 910".

c. As a result of the guidance, there are a number of initiatives underway in the Business Mission Area related to developing a balanced scorecard or identifying performance measures at the DoD and Service levels. The DoD has two separate balanced scorecard efforts underway that directly impact the Army. The first is at the Joint-level developing measures to evaluate Readiness. The Business Domains and the EIE Mission Area are participating in a Joint effort to define their specific balanced scorecard. For example, the Joint Logistics Board is in the process of developing a Joint Logistics Balanced Scorecard to evaluate logistics readiness for the joint community. Within the Army, identifying readiness measures is sponsored by the G-3 and will reside within the Strategic Readiness System (SRS). For additional information on SRS, please refer to Section B-4 within this pamphlet.

d. The second effort is at the BMMP level to enhance decision-making capability in support of the Warfighter. This performance measurement effort strictly focuses on Army Enterprise Transformation and is aligned with BMMP's modernization effort, which is sponsored by OSD. *Note: Operational performance metrics are not within the scope of the AEIOO charter. Domains are responsible for tracking and maintaining operational metrics, while AEIOO is charged with Transformation oversight and guidance, which includes tracking Transformation progress through performance measures.*

e. AEIOO, in collaboration with the Business Domains and the EIE Mission Area, has defined Army Transformation performance measures and categorized the measures as either Enterprise-wide or Domain-specific. The Enterprise measures have been mapped to the Transformation Governance Objectives outlined by AEIOO:

(1) Transform Army Business Operations

(2) Develop and maintain Army Business Enterprise Architecture

(3) Conduct Portfolio Management

(4) Comply with BMMP

f. The measures will assist Domain Owners in explicitly assessing the tradeoffs among competing investment opportunities in terms of their benefits, costs and risks. By design, the Transformation measures, (both Enterprise and Domain-specific) are strategically aligned with the Army's Transformation effort, the Army Campaign Plan's (ACP) Major Objectives, the Lines of Operations and BMMP's modernization effort. The Transformation measures will be regularly spiraled to reflect incremental targets, and to validate alignment with the ACP. The measures will reside in a tool separate from this pamphlet. The BMMP/Army metrics map is also maintained external of this pamphlet and will be made available along with the published measures. For additional information on the measures identification, implementation and evaluation approach, refer to Appendix 2.

4-1-7. Baseline Portfolio

a. The baseline portfolio should be created by the Domain Owners and is intended to be a high-level description of the current Domain environment. The effort is focused on understanding the current Domain portfolio of human capital, processes and technology rather than on creating a detailed current architecture. While understanding the baseline portfolio is a necessary prerequisite to formulating a sound transition plan from the current to the target architecture, it does not preclude parallel work on the target architecture as defined in Phase 2. Establishing the baseline portfolio is consistent with DepSecDef Memo (Reference 2) on IT Portfolio Management and MID-918R (Reference 3), which states that Mission Areas should ensure all IT (including National Security Systems (NSS)) programs, projects, and systems are assigned to a Domain within a Mission Area for portfolio management and capability planning.

b. The Systems Realignment and Categorization (SRAC) process is an example of documenting the baseline portfolio. SRAC provides a standard methodology for the collection and categorization of IT requirements for each Domain's portfolio of systems—an important step in building and managing the portfolio. The goal of the SRAC process is to collect information about IT systems managed by Army Domains or systems used by the Army. This information will be used to map system functionality to the current Domain architectures and will be the baseline from which the transition plan is built.

4-2. Phase 2 – Define the Future State

Phase 2 builds on Phase 1 by using the roles and processes established to begin planning the desired future state.

4-2-1. Target Architectures

a. Architecture is not just technology. Architecture is the structure of components, their relationships, and the principles and guidelines governing their design and evolution over time (Reference 14). The components in an architecture can include people, processes, data, and technology. The architecture – often referred to as a blueprint – should describe how these

components interact to achieve the Domain's goals, objectives, and ultimate Transformation. Leveraging the DOTMLPF construct, architectures must include the organizational and cultural aspects of Transformation to represent a comprehensive picture of the desired future state.

b. The Target Mission Area and Domain architectures define the desired future state in detail through a series of architecture products, as identified in Appendix B of this pamphlet. Domains should coordinate with the three Executive Architects (TRADOC: Operational, ASA (ALT): System, CIO/G-6: Technical) to achieve integration of architectures. Additionally, domains should work with the AEIOO to ensure synchronization of business processes with operational (warfighting) capabilities to ensure consistency and compliance with the Army Enterprise Architecture (AEA). The AEA is comprised of the Army Business Enterprise Architecture (BEA), the Battle Command Architecture (BCA), and the LandWarNet Architecture. The Mission Area Governance Boards approve the Domain architectures as a prerequisite to entering Phase 3 and to the development of the transition plan. Recommended changes to the AEA are reviewed by the Mission Area Lead to determine which Domain has process ownership and can therefore approve the change.

c. ASA(FM&C), as the Business Mission Area Lead, develops the Army BEA in alignment with the BCA and LandWarNet Architecture. The Army BEA and Domain architectures are developed leveraging modeling and simulation to validate processes and solutions.

d. Army Domain Owners must ensure interoperability within the Domain, between Domains, with other Services, DoD, and other external organizations. Interoperability is an overarching goal of the AEA that can only be achieved with thorough planning and consistent execution. Adherence to technical standards is one way to move toward interoperability. While a centralized effort within the domain can assist in achieving intra-domain interoperability, cross-domain interaction will help enable inter-domain interoperability.

e. In developing the target architectures that are the blueprint for Army end-to-end processes, the Mission Areas must consider what drives their business rules. Business rules are the principles that guide all processes and activities – they are the 'Doctrine' of the Institutional Army. Examination and analysis of business rules provides the foundation for development of operational architectures and subsequent integration with system and technical architectures. When defining their business rules, the Business Mission Area (BMA) and Enterprise Information Environment Mission Area (EIEMA) must be mission-driven first and rules-driven second. This concept is illustrated by the following excerpt from The Electronic College of Process Innovation[1].

> *Only mission-driven, customer-centered organizations can reengineer processes in any sustainable way. In rule-driven organizations, the regulations, directives, and bureaucracy nullify meaningful attempts to improve processes, because following the rules supersedes fulfilling mission objectives and serving customer needs. To illustrate this difference, consider the scene from the movie From Here to Eternity where a sergeant is shown refusing to issue weapons to soldiers as the Pearl Harbor raid is taking place because he doesn't have an official authorization to do so. Mission-driven or Rule-driven?*

f. This means that for the BMA and EIEMA, the overarching requirement is to support the Warfighter Mission Area (WMA) and therefore this is where analysis should start. What is done is driven by mission, while how it is done is driven by applicable policies and directives. While the mission focus is on the WMA, the core BMA and EIEMA processes must be modified and strengthened (it does no good to have a strong spear point if the shaft to support it is broken).

g. The target processes should be developed leveraging scenario planning and the DoD Enterprise Architecture (EA) Reference Models. Scenarios are business events that can cross multiple Domains and must be supported by activities from the DoD EA Business Reference

[1] http://www.defenselink.mil/nii/bpr/bprcd/mhome.htm

Model (BRM) and components[2] from the DoD EA Service Component Reference Model (SRM). For example, a training scenario may involve both the Human Resources Management Domain and the Installations and Environment Domain, and be enabled by activities in the DoD EA BRM and service components in the DoD EA SRM. Scenarios should be further leveraged to create test cases – linking verification and validation to initial process design.

4-2-2. Enforcing Compliance with Statutory and Regulatory Requirements

The target architecture will serve as the blueprint for implementation of statutory and regulatory requirements. During this phase, Mission Area Leads and Domain Owners will ensure that their architectures embody all applicable statutory and regulatory requirements. These requirements will include mandated approval processes, format and data standards, and prescribed transmission and transaction mediums. The Mission Area Leads and Domain Owners will use a combination of the requirements incorporated in the architecture (the requirements baseline) and established evaluation criteria to assess transformation initiatives for the certification process.

4-2-3. Portfolio Management

a. Domain Owners perform portfolio management to identify and validate Domain needs and priorities within the Business Mission Area and to ensure investments are aligned with the Army Campaign Plan.

b. In this phase, Business Domain Owners establish portfolio management policies and procedures based on guidance from Mission Area Leads. Effective portfolio management should result in an increased ability to meet goals and objectives coupled with a reduction in redundant information systems and functionality across the Army and DoD. This result is achieved by identifying gaps and overlaps in information capabilities and making those gaps and overlaps the basis for future investments.

c. The portfolio management process includes the following activities (Reference 2):

(1) Analysis that links Mission Area and Domain goals to Army Enterprise vision, goals, objectives, priorities, capabilities, as well as how these will be achieved and measured; identifies gaps and opportunities; identifies risks and how these will be mitigated; provides for continuous process improvement; and determines strategic direction for Mission Area and Domain activities and processes.

(2) Selection that identifies the best mix of IT investments to achieve outcome goals and plans as well as transition to target architectures.

(3) Control that ensures a portfolio and individual projects in the portfolio are acquired in accordance with cost, schedule, performance, and risk baselines and documented technical criteria, and remain consistent with the current approved version of the GIG Integrated Architecture.

(4) Evaluation that routinely and systematically assesses and measures actual contributions of the portfolios as well as supports adjustments to the mix of portfolio projects, as necessary.

[2] A component is defined as "a self contained business process or service with predetermined functionality that may be exposed through a business or technology interface." (Reference 15)

4-2-4. Change Management Plan

a. The change brought about by Enterprise Transformation must be enabled and supported by a comprehensive Change Management Plan, including the use of change agents. Change agents are champions within organizational units who are trained to communicate and operationalize new processes in their organizations. They are able to overcome the natural tendency to resist changes in the way a job is performed.

b. A Communication Plan is implemented to create Transformation awareness and facilitate communication among the broader Mission Area and Domain community. Communication Plans include key transformation messages, the media to be used in communicating those messages and a method to evaluate and adjust communications as necessary.

c. ASA(FM&C) is responsible for developing and implementing the Change Management and Communication Plans for the Business Mission Area. Domain Owners develop supporting plans and ensure that those plans and associated implementation activities reflect the Domain's strategy.

4-2-5. Performance Measures

a. In Phase 1, Enterprise and Domain-specific performance measures are established through collaboration between AEIOO and the Domains in the Business Mission Area as well as the Enterprise Information Environment (EIE) Mission Area. These measures are aligned with BMMP metrics, Lines of Operation and overall Army Transformation goals and objectives in the Army Campaign Plan. The performance measures will be maintained by the Business Domains separate from this pamphlet.

b. During this phase, the Mission Area Leads and Domain Owners must work with the G-3 to identify the critical performance measures and target metrics from the initial population of measures. Critical performance measures are those deemed by the governance boards to have the highest impact on Army Transformation. New measures should be added as appropriate. Processes are established to collect, monitor and report performance measures throughout the Army Enterprise. This provides senior leadership with insights into Transformation progress.

c. Development of performance measures and target metrics must include a consequence management plan. Specifically, a process to evaluate the accuracy and usefulness of the performance measures must be defined. This process re-examines the measures and metrics on a periodic basis and identifies triggers that indicate a need to review outside the regular intervals. Additionally, the process should identify risk mitigation actions to be taken proactively and contingency actions to be taken based on the results of reviews. The reviews analyze metrics not being met to determine the cause (i.e., performance issue or the wrong measure or metric was identified) and recommend corrective action.

4-3. Phase 3 – Define the Transition Plan

Once the baseline portfolio and desired future state have been defined, the transition plan to get from the current to the target architecture must be established – this is the focus of Phase 3.

4-3-1. Transition Plan

a. Army Domain Owners must develop and maintain Domain transition strategies, plans, priorities, and resource requirements that implement enterprise solutions and enable end-to-end processes.

b. An effort as large as Army Enterprise Transformation cannot be achieved with a monolithic, 'big bang' approach. Therefore, the Transition Plan is designed to address the intermediate milestones required to implement the Mission Area and Domain architectures – how to effectively bring about changes in business rules and technology to facilitate the transformation of processes and systems. It describes the key concepts, strategy, methodology, and requirements for incremental improvements that will result in a successful transition from the current state to the target state. Moreover, the transition plan establishes the basis for focused enterprise transformation initiatives that must be prioritized, resourced, and executed in the Army decision support processes (capabilities development, budgeting, and acquisition). Just as the Mission Area architecture is built to enable the AEA, the Mission Area Transition Plan will support development of an Army Enterprise Transition Plan and serves as a high level guide to the development of the Domain Transition Plans.

c. The Transition Plan should be comprised of a series of integrated work products that, when combined, define the path from the current state to the target state. Major milestones on the path to Transformation should be established and monitored as part of progress tracking. The BMMP transition plan provides an outline of the work products that should be included:

(1) Schedule and Milestone Plan

(2) Packaged and Segmented Capabilities and Requirements

(3) Compliance Plan

(4) Incentive Plan

(5) Education and Training High-level Plan

(6) Organizational Readiness Assessment

(7) Resource Plan

d. Prior to entry into Phase 4, Domain transition plans are reviewed and approved by the Mission Area Governance Board.

4-3-2. Executing Portfolio Management

a. During this phase, the investment decisions are being made based on the portfolio management process established during Phase 2.

b. During this phase, Army Business Domain Owners will:

(1) Continue to perform analysis linking Domain goals to Army and DoD enterprise vision, goals, objectives, priorities, and capabilities

(2) Select the best mix of investments to achieve goals and plans

(3) Identify opportunities for efficiency and consolidation via cross-Domain coordination and integration

(4) Control portfolio and individual projects to ensure acquisition is accomplished in accordance with cost, schedule, performance, and risk baselines, as well as documented technical criteria

(5) Evaluate on a routine and systematic basis to assess and measure actual contributions of the portfolio, and adjust the mix of portfolio projects as necessary

(6) Establish and monitor capability targets that demonstrate portfolio performance and consolidation

4-3-3. Guiding and Monitoring Transformation Execution

a. By the middle of Phase 3, transition planning is beginning to solidify and execution guidance from Domain Owners becomes critical to the success of the Transformation initiatives that are starting and underway. The need for execution guidance continues throughout the Transformation life cycle. Army Domain Owners designate functional proponents/sponsors and ensure that program executive offices (PEOs) and program managers (PMs) are executing in a manner that is consistent with the Domain strategy and the Enterprise Transformation Framework. They provide subject matter expertise to develop business rules for architecture development and for use by the PEOs and PMs for systems acquisition. Domain Owners will also develop and communicate execution guidance and training plans.

b. Domain Owners represent and defend programs within the PPBE process and monitor results of evaluations (development and operational evaluation, and independent verification and validation) to ensure that implementation efforts are yielding the intended results. The Domain Owners also review and approve program/initiative cost estimates, analyses of alternatives, economic analyses, business cases analyses, and budgets sufficiently to perform effective portfolio management and to ensure funds are appropriately allocated to meet Domain and Army Enterprise objectives. Additionally, they assist with compliance with DoD (BMMP) and Army directives and guidance and report progress of programs/initiatives across the Domain.

4-3-4. Enforcing Compliance with Statutory Requirements

a. During this phase, OSD and Army Domain Owners will be actively and aggressively assessing the compliance of transformation initiatives. The Enterprise Transformation Guide contains a description of the certification process.

b. The Mission Area Lead reviews and endorses the recommendation for approval for annual expenditures submitted from all Domains in excess of $1M for new and legacy financial systems/initiatives or non-financial feeder systems/initiatives (i.e., systems that interface with financial systems).

c. The Army Comptroller also reviews and endorses recommendations for approval for all annual expenditures submitted from all Mission Areas in excess of $1M for new and legacy financial systems/initiatives or non-financial feeder systems/initiatives (i.e., systems that interface with financial systems). Army Domain Owners will review and provide recommendations to their respective OSD Domain Owner for any annual expenditure in the Domain in excess of $1M for new and legacy financial systems/initiatives or non-financial feeder systems/initiatives (i.e., systems that interface with financial systems), completing requirements for USD(C) approval/certification when needed.

4-3-5. Performance Measures

The Mission Area Leads and Domain Owners will monitor progress and track execution risk against the critical performance measures and target metrics established in Phase 2. The initial performance measure score should be targeted at 50%.

4-3-6. OMB Scores

a. The efforts by the Domains and Mission Areas to this point should result in consistent scores on the OMB Exhibit 300. All programs evaluated should receive scores of at least ‘3’ on all scored sections with the exception of the security section that mandates a score of ‘4’ to pass. Any program receiving a score below ‘3’ is in serious jeopardy of losing funding and should be evaluated for corrective action by the Business Domain Owner.

b. CIO/G-6 will regularly update the Army Exhibit 300 User Preparation Guide to ensure consistency with Army, DoD, and OMB guidance.

4-3-7. Architecture Products

By Phase 3, a significant number of architecture products have been developed and some of those products may begin to become outdated. For this reason, those architecture products will need to be revisited and validated at regular intervals. Architecture products should be under version control in an automated tool and Army Domain Owners must establish a schedule to ensure consistency and timeliness of updates.

4-4. Phase 4 – Establish the Enterprise

Phase 4 is the transition from operating as a group of Mission Areas and Domains to operating as "One Army, One Enterprise".

4-4-1. Integrated Architectures

During Phase 4, the Domain architectures are mature enough to be fully integrated into the AEA to form a comprehensive, Enterprise target vision and transition plan, which must be approved by the Army Transformation Leadership Council and implemented by the Domains. The approved products should describe the Army Enterprise in terms of business, performance, information/data, service/application, and technology. Further, a third party, independent agent with demonstrated architecture expertise must assess the quality (i.e., completeness and accuracy) of the architecture products. Additionally, evolution of the approved products should be governed by a written Enterprise Architecture maintenance policy (Reference 18) that formalizes the schedule established in Phase 3.

4-4-2. Portfolio Management

a. The integrated transition plan should now be fully incorporated into the portfolio management process. Decision makers must consider the interaction among investments and contribution to Army goals and strategies that could be made by alternative portfolio selections (Reference 19).

b. ASA(FM&C), with technical assistance from CIO/G-6, must regularly analyze the BMA Domain investment portfolios to ensure continued alignment with the most current version of the AEA and compliance with the Clinger-Cohen Act (Reference 8).

4-4-3. Performance Measures

The Mission Area Leads and Domain Owners will continue to assess progress against the critical performance measures and target metrics. If a performance measure score in the range of 51 – 80% is not achieved, corrective action should be recommended.

4-4-4. OMB Scores

Scores on OMB Exhibit 300s should be continuously improving as a result of the portfolio management and architecture efforts. All programs evaluated should receive scores of a least '4', which – coupled with a score of at least '4' on the security section – is sufficient to be

recommended for funding. Any program receiving a score below '4' is in jeopardy of losing funding and should be evaluated for corrective action by the Business Domain Owner.

4-4-5. Performance Based Agreements

Through their architectures, the Domains demonstrated alignment between their business processes and warfighter capabilities. During Phase 4, this concept is taken a step further with the establishment of Performance Based Agreements with the Warfighter Mission Area. A Performance Based Agreement is an agreement between the service provider and the user – based on operationally focused outcomes – that specifies the level of service expected during the term of the agreement. Performance Based Agreements provide the Business Domains and EIE Mission Area a mechanism to objectively measure their service to the warfighter and contribution to the Army mission.

4-5. Phase 5 – Continuous Transformation

a. Phase 5 is not the conclusion of Transformation, but rather the start of becoming a transformational organization that consistently implements incremental improvements. At Phase 5, the Domains are achieving nearly all target metrics (for both transformation measures and WMA performance based agreements) and scores on OMB Exhibit 300s are consistently at the highest level.

b. The Army should now be consistently leveraging investments for strategic outcomes by (Reference 19):

(1) Monitoring changes in mission

(2) Monitoring changes in technology

(3) Using the AEA as a critical frame of reference to ensure alignment with the target architecture

(4) Continuously adjusting the portfolio to support and improve outcomes

(5) Learning from other organizations

(6) Monitoring and enforcing compliance

(7) Focusing on flexibility and becoming a more agile organization that relies on its architecture for its vision of the future and the portfolio management process as a means for implementing it

4-6. Milestone Summary

Table 4-1 summarizes the milestones that are entry and exit criteria between the phases of the Enterprise Transformation Framework.

Table 4-1: Enterprise Transformation Framework Milestones

Conclusion of Phase	Milestone	Description
1	Approve Mission, Vision, Goals, Objectives and Performance Measures	Army Transformation Leadership Council approves Mission Area Strategies and Mission Area Governance Boards approve Domain Strategies.

Conclusion of Phase	Milestone	Description
2	Approve Target Domain Architectures	The Mission Area Governance Boards approve the Domain architectures as a prerequisite to entering Phase 3 and to the development of the transition plan.
3	Approve Domain Transition Plans	Prior to entry into Phase 4, Domain transition plans are reviewed and approved by the Mission Area Governance Boards.
4	Approve Enterprise Transition Plan Implementation	Army Transformation Leadership Council approves implementation of Enterprise transition plan by Mission Areas and Domains.

Chapter 5
Integrating Activities

a. While the Mission Areas and Domains are the core organizational entities within which Transformation will be planned and executed, there must be a well-defined mechanism for those organizational entities to work together toward enterprise solutions that enable integrated processes. To that end, Mission Areas and Domains must establish a process to facilitate coordination and integration. This process will include, at a minimum:

(1) Presenting cross-domain efficiency or consolidation opportunities

(2) Surfacing cross-domain issues for resolution

(3) Reviewing progress toward transformation goals using the defined measures

(4) Receiving updates on the Army Enterprise Architecture effort

b. Table 5-1 below summarizes the framework tasks requiring persistent collaboration between Mission Areas and Domains.

Table 5-1: Integration Tasks

Phase	Framework Task	Integration Task	Objective
1	Establish governance structure	Ensure Domain Governance Board membership at consistent levels across Domains	Maintain appropriate participation both in terms of skill and rank
		Ensure regularly scheduled meetings of Domain Governance Boards	Maintain intensity and oversight of the Transformation effort
1	Define mission, vision, goals, objectives and performance measures	Ensure mission, vision, goals, objectives and performance measures are complementary across Domains	Prevent duplicative efforts and optimize resources
1	Begin participation in governance boards, working groups and Integrated Product Teams (IPTs)	Identify initial working groups and IPTs with required Domain membership	Perform initial scoping of the human resource commitment required
		Evaluate and update required working groups and IPTs on an ongoing basis	Provide azimuth check and adjust as needed to stay on track
2	Document Target Mission Area and Domain Architectures and Business Scenarios	Identify Operational Views with Business Scenarios that are complementary across Domains	Prevent duplicative efforts and optimize enterprise capabilities
		Identify capability requirements and end-to-end processes	Optimize enterprise capabilities

Phase	Framework Task	Integration Task	Objective
2	Define Portfolio Management process based on DepSecDef and DoD CIO guidance	Ensure consistent application of OSD guidance when developing Domain Portfolio Management processes	Comply with OSD guidance and leverage best practices
2	Create and begin execution of Change Management Plan	Develop common change management strategies with complementary tactics across Domains	Develop effective communications appealing to the widest possible audience
2	Establish a process to prioritize, collect and report Transformation performance measures and metrics	Leverage the performance measures processes described in this pamphlet	Provide timely, accurate and representative measures of Transformation progress
3	Create the Mission Area and Domain Transition Plans	Synchronize Transition Plans in terms of timing for major acquisitions and implementations of enterprise solutions	Prevent duplicative efforts and optimize enterprise capabilities
4	Develop and implement Enterprise Target Architecture and Transition Plan	Integrate Domain Target Architectures into the Army Enterprise Architecture	Prevent duplicative efforts and optimize enterprise capabilities
		Validate synchronization of Domain Transition Plans	Provide oversight and quality control to the Transformation effort
4	Integrate Transition Plan with Portfolio Management process	Ensure consistent application of Transition Plan when using Portfolio Management process to make investment decisions	Prevent duplicative efforts and optimize enterprise capabilities
4	Establish Performance Based Agreements with the Warfighter Mission Area	Collaborate to determine most appropriate Performance Based Agreements	Ensure BMA and EIEMA are optimally supporting WMA
5	Continuously evolve to meet changing needs	Revisit Transformation progress and Performance Based Agreements on a regular basis to assess and anticipate new requirements	Become an effective, efficient and proactive enterprise

Chapter 6
Business Cases for Transformation Initiatives

As part of a comprehensive strategy to align investments with Transformation goals and target architectures, the Domains will develop business cases for their Transformation initiatives. These business cases will follow the format identified in the OMB Exhibit 300, giving Domain Owners the flexibility to submit the business cases to OMB if required. Use of the Exhibit 300 will also provide the Army a standardized format to understand what investments have been made and for what purpose. The business cases should be regularly updated to reflect initiative progress and changes in status. The content of the business case (Reference 9) is as follows:

a. Acquisition Strategy

b. Project (Investment) Management

c. Enterprise Architecture

d. Alternatives Analysis

e. Risk Management

f. Performance Goals

g. Security and Privacy

h. Performance Based Management System

i. Life-Cycle Costs Formulation

j. Supports the President's Management Agenda Items

Appendix A – References

Section I
Required Publications

(1) Public Law 103-62
Government Performance and Results Act of 1993 (Cited on page 8)

(2) Deputy Secretary of Defense Memorandum, IT Portfolio Management (Cited on pages 9, 11, 29)
22 March 2004

(3) Management Initiative Decision 918R, Establishing Portfolio Governance for the Global Information Grid (GIG) (Cited on pages 9, 29)
15 March 2004 (DRAFT)

(4) Secretary of the Army Memorandum, Army Enterprise Transformation Governance (to be published) (Cited on page 1)

(5) Army Campaign Plan (Cited on page 2)
12 April 2004

(6) Army Regulation 25-1
Information Management (Cited on page 28)
30 June 2004

(7) Army Regulation 5-xx
Management of Army Enterprise Transformation (Cited on pages 1, 3, 6)
(to be published)

Section II
Related Publications

(8) Public Law 104-106
Clinger-Cohen Act of 1996

(9) Circular A-11
Office of Management and Budget
Revised 25 July 2003

(10) Deputy Secretary of Defense Memorandum, Schedule for Updating the Department's Annual Performance Plan and Report
13 January 2004

(11) Management Initiative Decision 901, Establishing Performance Outcomes and Tracking Performance Results for the Department of Defense
20 December 2002

(12) Management Initiative Decision 910, Budget and Performance Integration Initiative
24 December 2002

(13) Chairman of the Joint Chiefs of Staff Instruction 3170.01D
12 March 2004

(14) DoD Architecture Framework Version 1.0, Volume 1
30 August 2003

(15) Headquarters Department of the Army Letter 220-04-1

Strategic Readiness System Implementing Instructions
26 February 2004

(16) Federal Enterprise Architecture, Business Reference Model Version 2.0
12 June 2003

(17) Federal Enterprise Architecture, Service Component Reference Model Version 1.0
12 June 2003

(18) GAO-03-584G
Information Technology: A Framework for Assessing and Improving Enterprise Architecture Management, Version 1.1
April 2003

(19) GAO-04-394G
Information Technology Investment Management: A Framework for Assessing and Improving Process Maturity, Version 1.1
March 2004

Section III
Prescribed Forms

This section contains no entries.

Section IV
Referenced Forms

This section contains no entries.

Appendix B
Available Tools

Achieving Army Transformation goals and objectives will require the use of a comprehensive toolset. The tools identified in this pamphlet are a combination of new and existing tools that can be leveraged as enablers to Army Transformation.

B-1. Enterprise Architecture

a. The overall purpose of developing the set of architectures is to articulate the strategy for accomplishing the organizational goals and objectives by identifying key processes, organizations and resources. The architectural products help identify links between the investment strategy for enabling technologies and the business processes as a means to mitigate development risks and realize the expected return on investment. Essentially, the architecture is the bridge between technology and business processes. A valid architecture answers the following questions:

(1) Regarding the entity (individual or organization that is performing some function to provide or contribute to some capability): What is the mission?

(2) What is the vision (vision = statement of purpose for future direction and focus)?

(3) What are the performance measures that will delineate progress toward the mission and vision?

(4) What is the activity?

(5) Who performs the function/activity?

(6) Where is the activity performed?

(7) When (in relation to other events) is the activity performed?

(8) Why is the activity being performed?

(9) How is the activity performed?

(10) How many resources ($, time, materiel) are consumed doing the activity (how much)?

(11) Why might the activity not be performed (risks, security) (why not)?

b. Asking these questions allows one to describe the topics, terms, references, events, tasks, applications, databases, jurisdictions, parties, change efforts, and rationales about why business rules exist and establish a context in which business rules operate. Table B-1 provides a mapping between the architecture questions above and the applicable architecture products.

c. A valid architecture answers the above questions in more than a diagram or flow chart (e.g., requires tabular or textual descriptions), fully represents inputs and outputs, and clearly identifies coupling to external communities of interest (both suppliers and customers).

d. Overall guidelines for developing architectures within the Enterprise Transformation Framework include:

(1) Use a Mission-Driven approach (formulate business rules guided by warfighter needs as documented in operational architectures)

(2) Use a consistent set of architecture products as outlined in Table B-1

(3) Develop and maintain architecture products in a Core Architecture Data Model (CADM) compliant automated tool that has the ability to interface with the Defense Architecture Repository System (DARS)

(4) Use terminology from a common repository of approved definitions

(5) Rationalize business rules and process models between Domains to identify gaps and overlaps

(6) Collaborate between Mission Areas and Domains to ensure consistent and integrated architecture products

(7) Use modeling and simulation to validate processes, flows and solutions and to identify information or information flows that are not needed

(8) Use iterative development, incremental targets and frequent release of architecture products to ensure timely and frequent feedback and continuous improvement

(9) Leverage scenarios as the starting point for solution design, linking activities from the DoD EA BRM and components[3] from the DoD EA SRM to ensure alignment and consistency with the BEA

(10) Include systems with intuitive, web-based user interfaces that require a minimum number of screens to complete transactions and little or no formal training

e. The DoD Architecture Framework (DoDAF) is the required architecture framework for all DoD Services. A set of required DoDAF products, including extensions, have been established (Figure B-1) as part of the Enterprise Transformation Framework. The list of required products (Table B-1) does not preclude other products from being developed when appropriate.

Figure B-1: DoDAF Products

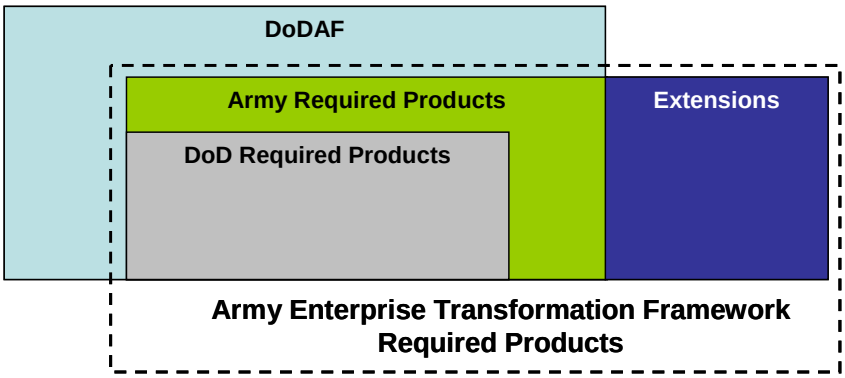


Table B-1: Required DoDAF Products

Applicable View	Framework Product	Product Name	Required Product	Answers the Question
Standard DoDAF Products				
All Views	AV-1	Overview and Summary Information	✓	What?
All Views	AV-2	Integrated Dictionary	✓	What?

[3] A component is defined as "a self contained business process or service with predetermined functionality that may be exposed through a business or technology interface." (Source: Federal Enterprise Architecture)

Applicable View	Framework Product	Product Name	Required Product	Answers the Question
Operational	OV-1	High-Level Operational Concept Graphic	✓	Who What? Where?
Operational	OV-2	Operational Node Connectivity Description	✓	Who? What?
Operational	OV-3	Operational Information Exchange Matrix	✓	What?
Operational	OV-4	Organizational Relationships Chart	✓	Who What? Where?
Operational	OV-5	Operational Activity Model	✓	What? Why? How? How Much? Why Not?
Operational	OV-6a	Operational Rules Model	✓	What? When?
Operational	OV-6b	Operational State Transition Description	✓	What? When?
Operational	OV-6c	Operational Event-Trace Description	✓	What? When? How?
Operational	OV-7	Logical Data Model		
Systems	SV-1	Systems Interface Description		
Systems	SV-2	Systems Communications Description		
Systems	SV-3	Systems-Systems Matrix		
Systems	SV-4	System Functionality Description	✓	What?
Systems	SV-5	Operational Activity to Systems Function Traceability Matrix	✓	What?
Systems	SV-6	Systems Data Exchange Matrix		
Systems	SV-7	Systems Performance Parameters Matrix		

Applicable View	Framework Product	Product Name	Required Product	Answers the Question
Systems	SV-8	Systems Evolution Description	✓	What? When?
Systems	SV-9	Systems Technology Forecast	✓	What? When?
Systems	SV-10a	Systems Rules Model		
Systems	SV-10b	Systems State Transition Description		
Systems	SV-10c	Systems Event-Trace Description		
Systems	SV-11	Physical Schema		
Technical	TV-1	Technical Standards Profile		
Technical	TV-2	Technical Standards Forecast		
Framework Extension Products				
All Views	Extension Product-1a	Army Campaign Plan (ACP) Objective Alignment Matrix	✓	How are the Mission Area and Domain objectives aligned with the ACP Campaign Objectives?
Operational	Extension Product-8a	DoD Business Reference Model (BRM) Mapping	✓	What business processes does the Mission Area or Domain perform?
Operational	Extension Product-8b	BRM Gap and Overlap Analysis	✓	What business process gaps need to be filled and what opportunities for consolidation have been identified?
Systems	Extension Product-5a	DoD Service Component Reference Model (SRM) Mapping	✓	What services does the Mission Area or Domain perform?
Systems	Extension Product-5b	Business Mission Area to Warfighter Mission Area Mapping	✓	How do the Business Mission Area activities support the Warfighter Mission Area capabilities?

Applicable View	Framework Product	Product Name	Required Product	Answers the Question
Systems	Extension Product-5c	SRM Gap and Overlap Analysis	✓	What service gaps need to be filled and what opportunities for consolidation have been identified?

B-2. Reference Models

a. Reference models are simple yet powerful tools in enterprise integration. In the case of the Army, they allow disparate domains to identify commonality and opportunities for consolidation and efficiency, as well as identify gaps in current capabilities. The approach to using reference models is illustrated by the Federal Enterprise Architecture (FEA) Business Reference Model (BRM) and Service Component Reference Model (SRM).

(1) The BRM is a function-driven framework for describing the business operations of the Federal Government independent of the agencies that perform them. (Reference 16)

(2) The SRM is a business and performance-driven, functional framework that classifies Service Components with respect to how they support business and/or performance objectives. The decomposition in the SRM is Service Domain, Service Type, and Service Component. (Reference 17)

b. In other words, the BRM describes what functions need to be completed and the SRM describes the services that support those functions. As an example, a function of the Army may be to seize artifacts and transform them into actionable intelligence. That function could be supported by a language translation service if the artifacts were in a foreign language. The point here is that the service enables the function, yet is independent because the service could be employed in other functions. Taking the example further, another function the Army needs to perform may be to communicate critical information to local residents in a foreign country. Here the same translation service is needed, but for a different function.

c. Another distinction is that services more readily lend themselves to measurement. For example, the function "Recruiting" is difficult to measure but the service "Application Processing" can be measured in terms of cycle time or resources consumed.

d. While some of the more generic functions and services described in the FEA BRM and SRM do apply to the Army, a more specific and relevant set of reference models have been developed by the Office of the Secretary of Defense Networks and Information Integration (OSD(NII)). These DoD Enterprise Architecture (EA) Reference Models map to the FEA Reference Models and integrate DoD-specific Lines of Business and sub-functions. The DoD EA Reference Models use existing DoD standards with taxonomies and guidance to relate to FEA elements. The mapping to the FEA BRM provides a pre-established bridge for Exhibit 300 preparation and can be used by the Program Manager to facilitate preparation and submission of budget information to the OMB.

B-3. Modeling and Simulation

a. An architecture is the description of a solution or organization. Another term often used to describe a solution is the term model. Modeling and simulation are critical techniques that must be employed by the Domains to guide strategy and architecture development and to validate processes and solutions. Thorough modeling and simulation prior to implementation can identify

serious issues and prevent them from being included in the solution that is ultimately implemented. The cost of resolving problems in processes and systems increases exponentially the closer they get to implementation. Therefore, modeling and simulation should be used to identify issues early when they are easier and more cost effective to resolve.

b. Modeling and simulation tools can be used to model the process and then simulate receipt of inputs to the process, the process itself and the outputs of the process. These activities enable the modeler to:

(1) Provide visibility into the complexities of the end-to-end process being simulated

(2) Assess the impact of various scenarios on process outputs ('what-if' analysis)

(3) Provide support for financial impact assessment

(4) Communicate process changes to all stakeholders

B-4. Strategic Readiness System (SRS)

SRS is intended to provide the Army leadership with a single system that communicates the Army's mission, vision, strategic objectives, priorities, and focus (Reference 15). Through strategic measurement, SRS enables Army leaders to monitor progress toward those objectives.

(1) SRS uses the Balanced Scorecard as the tool to articulate its strategy and measure performance.

(2) SRS priorities for 2004 include supporting the OSD Scorecard (MID 901) and integrating SRS into Army Management Processes (ASPG, budget, POM cycle).

(3) Domain-specific scorecards, which will provide measures to SRS, will be developed to show their relationship to and progress toward the Army Transformation Objectives.

B-5. DoD Information Technology Registry (DoD ITR)

The DoD ITR supports capital planning and investment processes of selection, control, and evaluation. The Registry contains a comprehensive inventory of the Department's mission critical and mission essential NSS and their interfaces. It is web-enabled to .mil users, and has classified and unclassified portions accessible through NIPRNET and SIPRNET.

B-6. Army Information Technology Registry (AITR)

a. The AITR is the Army vehicle to provide updates to the DoD ITR. The AITR provides data on the inventory of Army systems/applications, current status of webification, and system milestones for reduction and webification. In addition, it is used to support IM/IT resource management and business/functional process improvement efforts and provide input to the SRS. (Reference 6)

b. Domains should include all systems/applications in the AITR and leverage AITR as a tool to assist in portfolio management of information technology investments.

B-7. Information Technology Budget (ITB)

The ITB contains financial and business case information about Army systems/programs. The quantitative information in the ITB must be leveraged in combination with the qualitative information in the AITR to obtain a complete view of investments in information technology.

B-8. Information Technology Asset Management (ITAM)

The ITAM implements standard policies, procedures and automated systems to better manage the planning, procurement, utilization, maintenance, tracking, and disposal of DoD information technology assets. The ITAM is intended to enable fast, effective mobilization, total asset visibility, and interoperability at lower cost. A standard ITAM process using evolving support tools was identified as a high-priority need, essential to the management of IT assets to support mobilization and crucial to achieving the goals of the National Performance Review.

B-9. Portfolio Management Tool

a. References 2 and 3 ensure that IT (including NSS) investments in information capabilities and services shall be managed as portfolios rather than as systems and platforms within the GIG governance. Portfolios are nested at multiple levels – Enterprise, Mission Area, and Domain.

b. Following the approach described in MID-918R, Portfolio Management in the Army will be conducted at the Domain, Mission Area, and Enterprise levels using the DoD CIO guidance for portfolio management of information capabilities (Reference 2). While the long-term goal is to have a single tool to enable portfolio management, the short-term reality is that portfolio management will have to be accomplished through a combination of databases and manual processes.

B-10. Enterprise Transformation Guide

AEIOO created an Enterprise Transformation Guide (complementary to the tools described above) to support the activities described in the Enterprise Transformation Framework. Table B-2 identifies the tools in the guide by mapping them to Transformation Activities.

Table B-2: Enterprise Transformation Guide

Tools to Support	Transformation Activities
• Mission Area/Domain Strategy Template • Army Campaign Plan (ACP) Objective Alignment Matrix (AV-1a)	Establish Transformation Strategy, including mission, vision, goals, and objectives.
• Measures Identification Approach • Enterprise and Domain Measures Implementation Approach • Performance Measures Mapped to BMMP • Enterprise Performance Measures • Consolidated Quantitative Mission Area/Domain Performance Measures • Corrective Action Plan Template	Establish and monitor performance measures

Tools to Support	Transformation Activities
• Governance Best Practices • Responsible, Accountable, Consulted, Informed (RACI) Matrix Approach • Transformation Milestone Progress Report and Sign-off Template	Establish the Transformation governance structure including assessment and enforcement
• Change Management Plan template and sample • Communication Plan template	Develop and conduct change management
• Required DoDAF product list for Transformation • Templates for Extension Products • Sample DoDAF products • BEA System Compliance Assessment • Business Scenario/Use Case Template	Develop and maintain the architecture and transition plan
• Portfolio Management Best Practices • Portfolio Management Sample Approach • Preparation Guide for OMB Exhibit 300 • Systems Realignment and Categorization (SRAC) procedures • Risk Management Plan Template	Conduct portfolio management
• Enterprise Integration Toolkit: http://www.eitoolkit.com • National Defense University (NDU) Knowledge Net http://knet.ndu.edu • AT&L Knowledge Sharing System: http://akss.dau.mil/jsp/default.jsp • DoD Enterprise Architecture Site: https://pais.osd.mil/EnterpriseArchitectures • Collaborative Environment for Army Architecture: https://aaic.army.mil/DesktopDefault.aspx • GAO Framework for Assessing Reengineering	Guide and support Transformation execution activities

Appendix C
Performance Measures

C-1. Measures Identification Approach

a. AEIOO in collaboration with the Business Domains and the EIE Mission Area, has defined Army Enterprise Transformation performance measures. Each performance measure is categorized as either Enterprise or Domain-specific. The Enterprise measures are a common set of measures that will assess each Domain's progress in the Transformation and enable senior leadership to have an 'apples-to-apples' comparison when evaluating each Domain's progress. The Enterprise measures assess each Domain's contribution to the overall Transformation effort. These measures are mapped to the Transformation Governance Objectives:

(1) Transform Army Business Operations

(2) Develop and maintain Army Business Enterprise Architecture

(3) Conduct Portfolio Management

(4) Comply with BMMP

b. The Domain-specific measures are aligned with the respective domain's goals. There are two types of domain measures: quantitative and qualitative. The quantitative measures are evaluating "a target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared." The qualitative measures provide "a description of the level of activity or effort that will be produced or provided over a period of time or by a specified date;" thus acting as a performance indicator, according to The Balanced Scorecard Institute[4]. The qualitative and quantitative assessment will be maintained external of this pamphlet and will be made available when the measures are published.

c. As part of the performance measurement effort, each Domain is responsible for establishing the baseline and target metric for each identified measure. Domain involvement throughout this process is critical for three reasons: 1) to obtain input on the measures identified; 2) to confirm that the "right" measures have been identified and that there are no gaps; and 3) to gain consensus and support at the Domain-level. Furthermore, Domain involvement is important to gain "acceptance" of the process, since this scorecard is used to evaluate and hold each Domain accountable for their participation and progress toward the overall Transformation effort. As previously stated, operational metrics are excluded from this level. Domains are responsible for tracking and maintaining operational metrics, while AEIOO is charged with Transformation oversight and guidance, which includes tracking Transformation progress through performance measures.

d. Figure C-1 illustrates the Measures Identification Approach that AEIOO completed to define and review the measures with each domain. In addition to collaborating with Domain representatives, a number of other data inputs were used to define the measures that matter. For example, statutory guidance was fundamental in understanding the priorities placed on performance measures and the Army Plan was the cornerstone for providing strategic guidance in identifying and aligning the performance measures. Leveraging the various data inputs and completing a measures map to the BMMP goals and increments, the ACP Major Objectives, the Lines of Operations and the Domain goals illustrated a direct linkage between BMMP, the Army,

[4] The Balanced Scorecard Institute is an independent educational institute that provides training and guidance to assist government agencies and companies in applying best practices in balanced scorecard (BSC) and performance measurement for strategic management and transformation. Drs. Kaplan and Norton from the Institute presented to Congress about the Balanced Scorecard concept and DoD is in the process of implementing the Balanced Scorecard solution.

the Domain goals, and the performance measures. Completion of the measures mapping effort was important for four reasons:

(1) To confirm alignment of the Army Transformation effort and Domain goals with the BMMP goals and increment performance measurement effort.

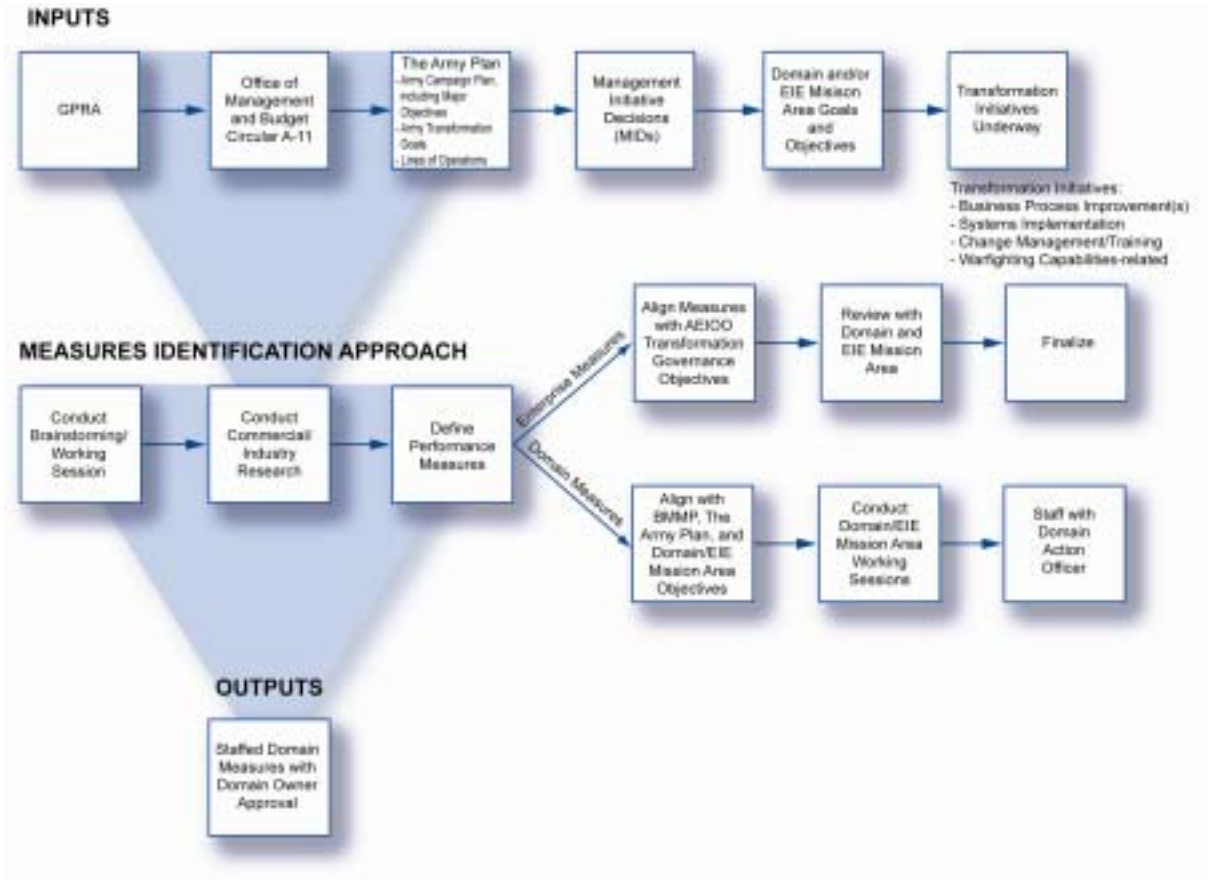
(2) To determine if there are any gaps between BMMP's effort and the Army Transformation effort.

(3) To demonstrate how BMMP's increment performance measures cascade and are supported by the Army's performance measures.

(4) To communicate and provide context and relevancy to each Domain on their role and contribution to the overall DoD initiative.

e. The final step in the identification process was to formally staff the Transformation measures with each Domain to gain support, concurrence, and ultimately a signature from the Domain Executive. This concurrence confirms that the "right" Transformation measures have been identified and the results of the measurement effort will yield a meaningful view of the Domain's Transformation progress. This last step is critical for the following two reasons: 1) to ensure that the measurement effort receives the appropriate level of sponsorship and visibility with each domain; and 2) to facilitate the implementation process from a change management perspective.

Figure C-1: Measures Identification Approach



C-2. Measures Implementation Approach

a. The measures were identified based on The Army Plan, input provided by the Domains and statutory guidance. Defining Transformation performance measures will generate value for the Army by tracking and managing progress, mitigating risk, and creating the ability to make fact-based decisions about the Transformation effort.

b. At the onset of implementation, each Domain appoints a Transformation Domain Measures Point of Contact (DM-POC). Appointment of a measures POC is consistent with the guidance stated in MID 901 regarding establishing a specific metrics sponsor; thereby creating accountability for the measures effort, as well as identifying a change agent. The Transformation DM-POC plays an integral role in the implementation process, being responsible for:

(1) Prioritization of metrics in terms of criticality

(2) Identification of data sources for each metric

(3) Establishment of baseline and target metrics

(4) Validation of data and attest to data accuracy

(5) Development of consequence management plan, including risk mitigation actions

(6) Participation in a pilot

c. Prioritize metrics based on criticality. While all measures are important, the measures will have varying importance based on criticality to the operations. With the DM-POC's assistance and input from each Business Domain and/or EIE Mission Area, this prioritization effort must be completed and agreed upon so that collectively each Business/Mission Area is working towards achieving the same goals. Criticality criterion can include, but are not limited to:

(1) Legislation (Law) or Congressional Language – The measure is mandated by law.

(2) Validated Warfighter Requirement - The measure evaluates implementation of approved warfighting support capabilities, as defined by the Joint Capabilities Integration and Development System (JCIDS) (Reference 13)

(3) Directed by Leader - The measure is a requirement of the DoD, SA, Mission Area Lead, or Domain Owner.

(4) Impact - The implementation of initiatives and/or solutions that realize the measure enable business process performance improvement.

(5) Recommendation from Audit Report – The measure is a suggestion from an audit report or is required for fiscal compliance.

d. Identify the data sources for each metric. This will ensure that for each identified metric, there is a means for capturing the data. It is understood that each metric can have more than one supporting metric, which is why it is important to understand the data sources. For example, Customer Wait Time (CWT) consists of three supporting metrics[5]: 1) Requisition Order Number Date to Standard Army Retail Supply System 1 (SARSS1), 2) Supply Support Activity (SSA) processing time; and 3) SSA to customer unit. This primary – supporting metric breakdown is important in understanding the objective of the metric or the process/sub-process it is measuring, computing actual metrics, drill-down analysis, if required, and in validating the data sources. If the CWT actual metric was out of tolerance, a drill-down analysis could be completed on each of

[5] Information about CWT was obtained from the CASCOM Distribution Management CWT Handbook (http://www.cascom.lee.army.mil/adm/PUBS/CWT_Handbook_2003_v2.doc).

the three supporting metrics to determine which process was negatively impacting the CWT process, as well as the impact on the supply chain.

e. Establish baseline and target metrics. In collaboration with the Domain, the DM-POC will need to establish a baseline and target metric for each measure. This will establish a means for evaluating progress. If data is not available or not considered "clean" for a specific measure, then the current level of performance can be used as the baseline.

f. Validate data and attest to data accuracy. The DM-POC will need to validate the data sources for each metric and attest to the data accuracy. This is an important step in the process to ensure that: 1) the data can be obtained; and 2) the results are not disputed.

g. Develop Consequence Management Plan. In addition to completing the pilot, each DM–POC will develop a Consequence Management Plan which also includes risk mitigation actions. This Plan will document the potential risk, potential risk outcome, rate the risk impact as High, Medium or Low and likelihood of occurrence (High, Medium or Low), as well as define risk mitigation strategies. For illustrative purposes, Table C-1 provides an example of a Consequence Management Plan.

Table C-1: Consequence Management Plan

Potential Risk	Risk Impact	Risk Occurrence	Potential Risk Outcome	Risk Mitigation Strategy
Inability to obtain buy-in of measurement process because of data accuracy and integrity concerns within the Domain	High	Medium	• Failure to implement performance measurement initiative • Failure to accept the results and implement a Corrective Action Plan	• Establish and implement a process to complete a data-clean up effort • Determine an acceptable level of confidence in the data, establish a baseline, and measure progress from that point forward

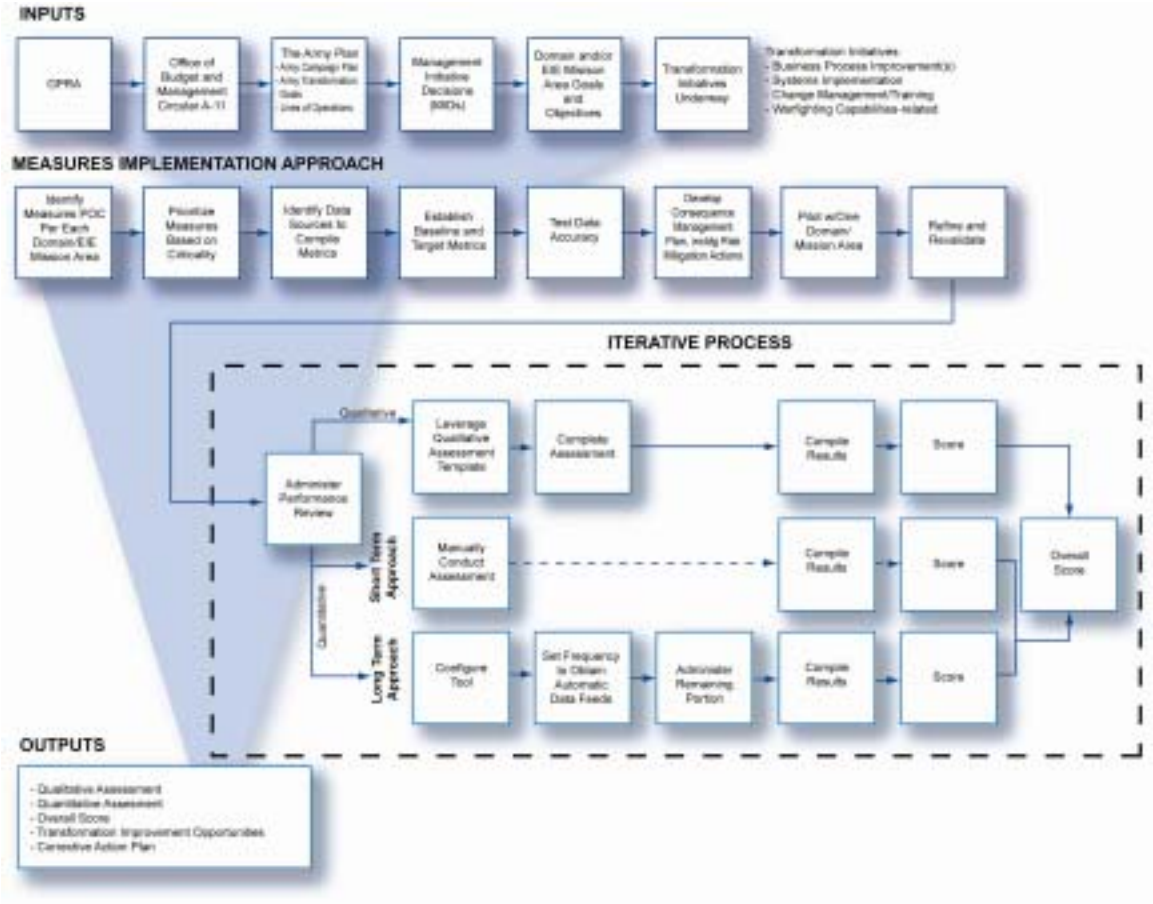
h. Participate in a pilot. Prior to implementing the measures effort across the Army, a pilot will be conducted with a single Domain to test the process and refine based on the feedback provided.

i. The measures implementation approach is shown below in Figure 6. This outlines a short-term and long-term, repeatable approach for capturing, tracking and reporting the metrics. Initially, the quantitative and qualitative assessments will be administered manually. Concurrently, AEIOO will

work to align the Transformation measures with SRS, which will enable the Army leadership to manage the transformation through a single Army view. This view will allow leadership as well as each Domain Owner to manage progress, track results, mitigate risk and make fact-based decisions. The results of the quantitative and qualitative assessment will be rolled up into an Overall Domain Score. Depending on roles and responsibilities within the Army Enterprise, access to the results of this effort and supporting data will vary. In the Objective state, an Executive Dashboard will be available to track and report the Army Enterprise or Domain Transformation progress. The Executive Dashboard will report on: the Army Enterprise Transformation Progress by Domain, Army Enterprise Transformation Risk, Compliance with Transformation Governance Activities, and on the Balanced Scorecard Perspectives (Learning/Growth, Business Process, Customer and Financial). The dashboard would have drill-down capabilities to obtain greater level of details and/or supporting data.

j. The assessment will be conducted on a semi-annual basis and prior to major phase milestones. Periodic reviews will also be conducted on a monthly basis by the Domain team (AEIOO Domain team and the DM-POC) to track progress and provide guidance. Performance measurement is an iterative process, requiring each Domain and/or EIE Mission Area to develop a Corrective Action Plan, if the Transformation metric is not achieved by the target date. Please refer to the www.us.army.mil/aeioo to access the Corrective Action Plan Template in the Army Enterprise Transformation Guide.

Figure C-2: Enterprise and Domain Measures Implementation Plan



C-3. Measures Communication Approach

a. A successful communication plan is critical to the success of the performance measures implementation. It is essential that the Business Domains and the Mission Area Leads understand the purpose, scope, and objectives of these measures, and the value they will provide in monitoring our progress toward Enterprise Transformation. We must ensure a positive perception of demonstrating real progress and defined benefits. The process will be open, observable, and repeatable, so as to mitigate any concerns that any one area is being held to a different standard. Communications will be clear and consistent. The goal is to ensure that all participants understand, and more importantly support, the process of tracking progress using performance measures. Table C-2 is a high-level overview of the communication plan for implementing the measures as well as for communicating the results of this effort.

b. The Performance Measures Communication Action Plan details the audience (e.g., shareholders and stakeholders), communication channels, messages and objectives and the frequency of the communication. The objective of the Communication Plan is to introduce to the Audience: 1) the concept; 2) the purpose and objectives of the Enterprise Transformation / Domain Performance Measures; and 3) the approach that will be used to Baseline each Domain's current state and create effective target measures against which transformation progress will be reported. The expected outcome of this communication effort is to:

(1) Gain audience commitment and support;

(2) Articulate roles and responsibilities; and

(3) Foster behavioral changes for a successful implementation.

NOTE: This Communication Action Plan begins when the Performance Measures have been staffed through the Domain Owners / EIE Mission Area Leads. The Communication Plan is organized by phase of the implementation plan.

Table C-2: Performance Measures Communications Action Plan

Shareholder[6]/ Stakeholder[7] (Audience)	Communication Channel	Message/ Objectives	Frequency
Announcement			
*Executive Sponsors (3 / 4 Star / ASAs)	Email	Introduction to Performance Measures: Purpose, Goals, Objectives, Reports	Once
*Deputy's / Exec's	Email	Introduction to Performance Measures, reference Executive Sponsor email – Request Identification of POCs / by date	Once
*Domain / Mission Area Owners	Email	Introduction to Performance Measures – Plus: Need for	Once

[6] For the purposes of this document, a shareholder is defined as an Executive Sponsor and/or Senior Leadership. A Shareholder is denoted by a single asterisk the first time the role appears.

[7] For the purposes of this document, a stakeholder is defined as an individual with the rank of O-6 or below or is titled as an Action Officer. A Stakeholder is denoted by two asterisks the first time the role appears.

Shareholder[6]/ Stakeholder[7] (Audience)	Communication Channel	Message/ Objectives	Frequency
		Participation and POCs	
**Designated POCs	Email	Invitation to Working Session where Introduction to Performance Measures will be presented, input needed from Domains explained	Once
Designated POCs	Face-to-Face	Working Session – Introduction, Purpose, Approach, Expectations, Selection of pilot Domain/EIE Mission Area	Once
Pilot			
**Pilot POC	Email / Phone	Schedule the Pilot	Once
Pilot POC	Face-to-Face	Conduct the Pilot Evaluation and Review Results – Lessons Learned	Once
Designated POCs	Face-to-Face	Results of Pilot, working session, review and refine process	Once
Executive Sponsors, Domain / Mission Area Owners, Designated POCs	Email	Results of Pilot, Lessons Learned, Refinement of Process	Once
Launch - Baseline			
Executive Sponsors, Domain / Mission Area Owners, Designated POCs	Email	Launch: Implementation, Objectives, Timeline, Participants List, Data Requirements, Expected Outcomes,	Once
Designated POCs	Email / Excel	Submission of Required Data Elements	As Needed
Designated POCs	Email	Schedule and Confirm Baseline Performance Review Evaluations	As Needed
Designated POCs	Face-to-Face	Qualitative Assessment Quantitative Assessment	Once
Designated POCs	Face-to-Face or Phone with a follow up via Email	Advance Copy of Results – Standard Intro with Domain specific comments	Once
Executive Sponsors, Domain / Mission Area	Email – Link to Dashboard (AEIOO Website)	Results – Dashboard With analysis, lessons learned, focus areas, etc.	Once

Shareholder[6]/ Stakeholder[7] (Audience)	Communication Channel	Message/ Objectives	Frequency
Owners, Designated POCs	– Content behind AKO		
Repeatable Steps - Semi-Annual Update			
Designated POCs	Email	Schedule and Confirm Baseline Performance Review Evaluations	As Needed
Designated POCs	Face-to-Face	Qualitative Assessment Quantitative Assessment	Once
Designated POCs	Face-to-Face / Email or Phone	Advance Copy of Results – Standard Intro with Domain specific comments	Once
Executive Sponsors, Domain / Mission Area Owners, Designated POCs	Email – Link to Dashboard (AEIOO Website) – Content behind AKO	Results – Dashboard With analysis, lessons learned, improvement opportunities, discussion of Consequence Management Plan	Once

C-4. Measures Evaluation Process

There are three components to the evaluation approach: 1) enterprise; 2) qualitative; and 3) quantitative. The evaluation process will be completed semi-annually. The scoring team will be comprised of the AEIOO Domain Team and the DM-POC for each Domain. For consistency purposes, the scoring teams will be comprised of the same individuals for the entire measurement effort.

C-4-1. Enterprise Assessment

The Enterprise measures are a common set of measures that will assess each Domain's progress in the Transformation and enable senior leadership to have an 'apples-to-apples' comparison when evaluating each Domain's progress. The Enterprise measures are categorized based on the Transformation Governance objectives. There are four primary objectives: 1) Transform Army Business Objectives; 2) Develop and maintain Army Business Enterprise Architecture; 3) Conduct Portfolio Management; and 4) Comply with BMMP. The scoring team will evaluate the Domain's response and determine if the Domain "Meets" or "Does Not Meet" the criteria, according to the following point scale.

Meets	=	1 point
Does Not Meet	=	0 point

C-4-2. Qualitative Assessment

For each question in the Qualitative Assessment, the scoring team will evaluate the Domain's response and determine if the Domain "Meets", "Partially Meets", or "Does Not Meet" the criteria. This is accomplished by evaluating the feasibility, affordability and overall ability to support the capability (i.e., system, initiative or process) with minimal additional resource allocation in terms of dollars and people. The scoring team's assessment of the response and supported documentation will be rated on a scale of one to three:

Meets	=	3 points
Partially Meets	=	1 point
Does Not Meet	=	0 point

C-4-3. Quantitative Assessment

a. The DM-POC in collaboration with the selected Domain Representatives will determine the criticality of each measure, prior to completing the assessment. Each criticality criterion has been assigned a weight:

Legislation (Law) or Congressional Language	=	30%
Validated Warfighter Requirement	=	25%
Directed by Leader	=	20%
Impact	=	15%
Recommendation from Audit Report	=	10%

b. Assigning a weight to each criticality criterion enables the evaluation process to recognize that each measure carries a different degree of importance and normalizes the results since each Domain has a varying number of measures. There is a direct correlation between the criticality classification and the degree of importance that is placed on meeting the target metric. Furthermore, clustering of metrics by criticality enables senior leadership to conduct meaningful comparisons of measures and results. If a measure does not map to a criticality criterion, then the percentage for that criterion needs to be evenly distributed amongst the applicable criterion. If the weight is not redistributed, then the results from the quantitative assessment will be negatively skewed. Each measure either "Meets" or "Does Not Meet" the target metric and will receive a score accordingly.

Meets	=	1 point
Does Not Meet	=	0 point

C-4-4. Final Overall Score

a. As a result of the scoring approach for each component of the assessment, each Domain will have three scores: 1) Enterprise; 2) Qualitative Assessment; and 3) Quantitative Assessment. The quantitative portion of the assessment carries more weight because it is not subjective. Therefore, the weights for each section are:

Enterprise	=	30%
Qualitative	=	15%
Quantitative	=	55%

b. The weighted compilation of the three scores will result in the overall Domain score. This score can be used to assess maturity in the overall Transformation effort. Table C-3 below is a

subset of the Enterprise Transformation Framework Phases, highlighting the Transformation Maturity evolution. The Final Overall Score received will help determine which Phase of the Transformation effort the Domain is in.

Table C-3: Transformation Maturity

Phase 3 Define the Transition Plan	• Receive a score between 0 – 50 % on the transformation performance measurement assessment
Phase 4 Establish the Enterprise	• Receive a score between 51 – 80 % on the transformation performance measurement assessment
Phase 5 Continuous Transformation	• Receive a score between 81 – 100 % on the transformation performance measurement assessment

c. Over time, the performance measures used as part of the evaluation process will be refined as the Army Enterprise Transformation effort matures. The expected outcome of the Performance Measurement initiative is accurate and relevant information presented in a meaningful manner to allow senior leadership to make decisions and mitigate risk.

1. Glossary

Section I
Abbreviations

ACP
Army Campaign Plan

AEA
Army Enterprise Architecture

AEIOO
Army Enterprise Integration Oversight Office

AITR
Army Information Technology Registry

AR
Army Regulation

ARNG
Army National Guard

ASA(ALT)
Assistant Secretary of the Army (Acquisition, Logistics and Technology)

ASA(FM&C)
Assistant Secretary of the Army (Financial Management and Comptroller)

ASPG
Army Strategic Planning Guidance

AV
All View

BCA
Battle Command Architecture

BEA
Business Enterprise Architecture

BMA
Business Mission Area

BMMP
Business Management Modernization Program

BRM
Business Reference Model

BSC
Balanced Scorecard

CADM
Core Architecture Data Model

CIO
Chief Information Officer

CWT
Customer Wait Time

DA
Department of the Army

DA PAM
Department of the Army Pamphlet

DARS
Defense Architecture Repository System

DepSecDef
Deputy Secretary of Defense

DoD
Department of Defense

DoDAF
Department of Defense Architecture Framework

DOTMLPF
Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, and Facilities

EA
Enterprise Architecture

EIE
Enterprise Information Environment

EIEMA
Enterprise Information Environment Mission Area

FEA
Federal Enterprise Architecture

FOA
Field Operating Agency

GAO
Government Accountability Office

GIG
Global Information Grid

GPRA
Government Performance and Results Act

HQDA
Headquarters Department of the Army

IPT
Integrated Product Team

IT
Information Technology

ITAM
Information Technology Asset Management (ITAM)

ITM
Information Technology Budget

JCIDS
Joint Capabilities Integration and Development System

MA
Mission Area

MACOM
Major Army Command

MID
Management Initiative Decision

NIPRNET
Non-secure Internet Protocol Router Network

NSS
National Security Systems

OMB
Office of Management and Budget

OSD
Office of the Secretary of Defense

OSD (NII)
Office of the Secretary of Defense (Networks and Information Integration)

OV
Operational View

PEO
Program Executive Office

PM
Program Manager

POC
Point of Contact

POM
Program Objectives Memorandum

PPBE
Planning, Programming, Budgeting and Execution

SA
Secretary of the Army

SIPRNET
Secure Internet Protocol Router Network

SRAC
Systems Realignment and Categorization

SRM
Service Component Reference Model

SRS
Strategic Readiness System

SSA
Supply Support Activity

SV
Systems View

TRADOC
Training and Doctrine Command

TV
Technical View

USAR
U.S. Army Reserve

USD(C)
Under Secretary of Defense (Comptroller)

WMA
Warfighter Mission Area

Section II
Terms

Application (Financial or Mixed System)
A group of interrelated components of financial or mixed systems which supports one or more functions and has the following characteristics: a common data base, common data element definitions, standardized processing for similar types of transactions, common version control over software.

Architecture
The structure of components, their relationships, and the principles and guidelines governing their design and evolution over time. (DoD Integrated Architecture Panel,1995, based on IEEE STD 610.12)

Army Battle Command
Battle command is the art and science of applying leadership and decision making to achieve mission success. Battle command encompasses the functions of leadership (providing purpose, motivation, and direction) and decision making. Enabled by command, control, communications, and computers (C4) and intelligence, surveillance, and reconnaissance (ISR), battle command enhances the commander's ability to gain information and decision making advantages over any adversary. Fully networked battle command capabilities are the bridge from the Current to Future Forces and enable the JFC to conduct fully interdependent, network-centric warfare. The Army views battle command as the essential operational capability that fundamentally enables the conduct of future joint operations. To implement the JOpsC and JOCs and achieve decision superiority, the Future Joint Force will exercise battle command within an inherently joint, top-down network that provides common situational awareness.

Army Campaign Plan (ACP)
The ACP directs the planning, preparation, and execution of Army operations and Army transformation within the context of ongoing strategic commitments including the Global War On Terrorism (GWOT). The ACP provides direction for detailed planning, preparation, and execution of a full range of tasks necessary to create and sustain a campaign-capable joint and expeditionary Army. (Army Campaign Plan, 12 April 2004)

Army Enterprise Architecture (AEA)
The AEA is the Army’s framework/decision tool used to guide IT investments, acquisitions, and fielding of integrated system-of-systems capabilities. It includes guidance to develop integrated architectures by incorporating Operational Views (requirements), System Views, and Technical Views (technical standards) for Army tactical units, functional areas, and installations. (AR 25-1, 30 June 2004)

Business Rules
Statements that define or constrain some aspect of the mission or the architecture. What the business must do, or what it cannot do. The rules under which the architecture or its nodes behave under specified conditions. For example, “If (these conditions) exist, and (this event) occurs, then (perform these actions).” (DoD Architecture Framework Version 1.0, Volume 2, 30 August 2003)

Business Enterprise Architecture (BEA)
The blueprint used to guide transformation of the DoD Business Mission Area, described by the DoDAF products and created and maintained by the Business Management and Modernization Program. (BMMP Website: http://www.dod.mil/comptroller/bmmp/pages/arch_overview.html)

Business Management and Modernization Program (BMMP)
BMMP is the largest government transformation effort in history - an unprecedented effort to integrate financial management and business operations into a joint Defense Department business enterprise. BMMP strives to support warfighters with world-class business operations. (BMMP Website: http://www.dod.mil/comptroller/bmmp/pages/arch_overview.html)

Business Transformation
Transformation is a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people, and organizations that exploit the Nation's advantages and protect against asymmetric vulnerabilities to sustain strategic position, which helps underpin peace and stability in the world. The Army will transform its culture, capabilities, and processes as an integral component of Defense Transformation. The Army frames transformation through the interaction of the continuously evolving capabilities of the Current to Future Force. The Current Force is today's operational Army. The Future Force is the operational force the Army continuously seeks to become. The Army possesses and refines capabilities to enable the Current Force to conduct joint operations in the near term while it simultaneously develops transformational capabilities for the Future Force. Army Transformation leverages Current Force operational experience, the insights from innovative joint and Army concept development and experimentation processes, and science and technology to enhance the responsiveness, readiness and capabilities of the Future Force.

Core Architecture Data Model (CADM)
The CADM was developed cooperatively by representatives from OSD, Combatant Commands, Military Services, and Defense Agencies as the DoD standard architecture data model for Framework-based architecture data elements. The CADM is built using the Integrated Definition for Data Modeling, IDEF1X [FIPS 184, 1993] methodology, notation, and forms. More than 95 percent of the entities and attributes from the CADM are approved as DoD architecture data standards. Using relational technology labels, for example, the entities from the CADM provide specifications for tables in a database, and the CADM attributes provide specifications for the fields (architecture data element attributes) in the rows of such tables. (DoD Architecture Framework, Version 1.0, Volume 1, 30 August 2003)

Clinger-Cohen Act
The Information Technology Management Reform Act, now known as the Clinger-Cohen Act of 1996, is designed to improve the way the Federal Government acquires and manages information technology. It requires the Department and individual programs to use performance based management principles for acquiring information technology (IT) and National Security Systems (NSS). (Defense Acquisition University website)

Component
In the context of the DoD Enterprise Architecture Service Component Reference Model: A self contained business process or service with predetermined functionality that may be exposed through a business or technology interface. (Federal Enterprise Architecture SRM v1.0, 12 June 2003)

Current Architecture
A structured description of an enterprise's current organization, processes and technology, and how those elements interact to achieve the mission of the enterprise.

Defense Architecture Repository System (DARS)
DARS was developed to facilitate the storage and retrieval of DoD architecture data, and to promote a tool agnostic environment for Commercial Off The Shelf (COTS) vendors to operate and exchange data. It will ensure that the military services can share and integrate data created in different software programs.

DoD Enterprise Architecture Reference Models (EA RMs)
The DoD EA RMs are comprised of a macro abstraction and five (5) reference models. Collectively, they will provide universal definitions and constructs of the business, performance, and technology of the DoD and its alignment with the FEA RMs. This set of DoD EA RM(s) will serve as a foundation to leverage existing processes, capabilities, components and technologies as DoD and other government organizations build target enterprise architectures. They are designed to facilitate cross-organizational analysis and the identification of duplicative investments, gaps, and opportunities for collaboration within DoD and across Federal agencies and other government organizations. (ASD(NII) website: http://www.dod.mil/nii/ea/DoD_EA_Executive_Summary.htm)

DoD Architecture Framework (DoDAF)
Defines a common approach for DoD architecture description, development, presentation, and integration for both warfighting operations and business processes. The DoDAF is intended to ensure that architecture descriptions can be compared and related across organizational and mission area boundaries, including Joint multi-national boundaries and DoD warfighting and business domains. (DoD Chief Information Officer Memo, The Department of Defense Architecture Framework (DoDAF), 9 February 2004)

Domains
Domains are business process areas that represent a key component of BMMP governance. The six Business Domains are: Accounting and Finance, Acquisition, Human Resources Management, Installations and Environment, Logistics and Strategic Planning and Budgeting. The three Enterprise Information Environment Domains are: Communications, Computing Infrastructure and Core Enterprise Services. (http://www.dod.mil/comptroller/bmmp/pages/domains.html)

Enterprise
An organization supporting a defined business scope and mission. An enterprise includes interdependent resources (people, organizations, and technology) that must coordinate their functions and share information in support of a common mission (or set of related missions). (SA Memo, Establishment of the Army Enterprise Integration Oversight Office (AEIOO), 16 April 2003)

Enterprise Architecture
The explicit description and documentation of the current and desired relationships among business and management processes and information technology. (OMB Circular A-130, Management of Federal Information Resources, 8 February 1996)

Enterprise Integration
The vertical and horizontal alignment of plans, business processes, and information systems across organizations and functional boundaries to provide competitive advantage. (SA Memo, Establishment of the Army Enterprise Integration Oversight Office (AEIOO), 16 April 2003)

Executive Dashboard
An Executive Dashboard is a tool that provides a consolidated view of an organization's key performance indicators and performance metrics.

Financial Management System
The financial systems and the financial portions of mixed systems necessary to support financial management.

Financial System
An information system comprised of one or more applications that is used for any of the following: collecting, processing, maintaining, transmitting, and reporting data about financial events; supporting financial planning or budgeting activities; accumulating and reporting cost information; or supporting the preparation of financial statements. A financial system supports the financial

functions required to track financial events, provide financial information significant to the financial management of the agency, and/or required for the preparation of financial statements. A financial system encompasses automated and manual processes, procedures, controls, data, hardware, software, and support personnel dedicated to the operation and maintenance of system functions. A financial system may include multiple applications that are integrated through a common database or are electronically interfaced, as necessary, to meet defined data and processing requirements.

Global Information Grid (GIG)
The globally interconnected, end-to-end set of information capabilities, associated processes and personnel for collecting, processing, storing, disseminating, and managing information on demand to warfighters, policy makers, and support personnel. (DoD Directive 8100.1, Global Information Grid (GIG) Overarching Policy, 19 September 2002)

Governance
Governance describes how and by whom business transformation will be implemented within the Army. Specifically, governance: Is a management vehicle designed to ensure efficient execution, guidance, and oversight for Army business transformation and compliance activities. Is achieved through organizational structure and performance measurement, which define boundaries, authorities, responsibilities, and tasks.

Information System
The organized collection, processing, transmission, and dissemination of information in accordance with defined procedures, whether automated or manual. Information systems include non- financial, financial, and mixed systems as defined in this document.
Mixed System. An information system that supports both financial and non-financial functions of the Federal government or components thereof.

Integrated Product Team (IPT)
IPTs are composed of representatives from all appropriate functional disciplines working together with a Team Leader to build successful and balanced programs, identify and resolve issues, and make sound and timely decisions. Team members do not necessarily commit 100% of their time to an IPT, and a person may be a member of more than one IPT. (The Use of Integrated Product Teams in DOD Acquisition: http://www.ntsc.navy.mil/Resources/Library/Acqguide/teams.htm)

LandWarNet
LandWarNet is the Army portion of the DoD Global Information Grid.

Mission Area
A defined area of responsibility whose functions and processes contribute to accomplishment of the mission. (DEPSECDEF Memorandum, IT Portfolio Management, 22 March 2004)

Non-Financial System
An information system that supports non-financial functions of the Federal government or components thereof and any financial data included in the system are insignificant to agency financial management and/or not required for the preparation of financial statements.

Office of Management and Budget (OMB) Exhibit 300
The OMB Exhibit 300 is a budget exhibit required for selected programs under OMB Circular A-11. The Exhibit 300 is typically completed by the Program Manager and is a Business Case for the program, including the following information: Acquisition Strategy, Project (Investment) Management, Enterprise Architecture, Alternatives Analysis, Risk Management, Performance Goals, Security and Privacy, Performance Based Management System, Life-Cycle Costs Formulation and Support of the President's Management Agenda Items.

Portfolio Management
The processes, practices and specific activities to perform continuous and consistent evaluation, prioritization, budgeting, and finally selection of investments that provide the greatest value and contribution to the strategic interest of the organization. Through portfolio management, the organization can explicitly assess the tradeoffs among competing investment opportunities in terms of their benefit, costs, and risks. Investment decisions can then be made based on a better understanding of what will be gained or lost through the inclusion or exclusion of certain investments. ("A Summary of First Practices and Lessons Learned in Information Technology Portfolio Management", Page 4, Federal CIO Council Best Practices Committee, March 2002)

Planning, Programming, Budgeting, and Execution (PPBE)
The purpose of the PPBE process is to allocate resources within the DoD. The PPBE is a cyclic process that provides the mechanisms for decision making and provides the opportunity to reexamine prior decisions in light of changes in the environment (e.g., evolving threat, changing economic conditions, etc.). The ultimate objective of the PPBE is to provide the Combatant Commanders with the best mix of forces, equipment, and support attainable within established fiscal constraints. (Defense Acquisition University)

Scenario (or Business Scenario)
An account or synopsis of a projected course of action or events. (DoD Instruction 8260.2, Implementation of Data Collection, Development, and Management for Strategic Analyses, 21 January 2003)

Target Architecture
A structured description of an enterprise's desired future organization, processes and technology, and how those elements interact to achieve the mission of the enterprise.

Transformation
Transformation is a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations that exploit our nation's advantages and protect against our asymmetric vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world. (SECDEF Transformation Planning Guidance, April 2003)

Transition Plan
The Transition Plan identifies the intermediate steps and milestones required to move from the Current Architecture to the Target Architecture.

Section III
Special Abbreviations and Terms

Domain Measures Point of Contact (DM-POC)
Each Domain appoints a Transformation Domain Measures Point of Contact (DM-POC). The Transformation DM-POC plays an integral role in the implementation process, and is responsible for: prioritization of metrics in terms of criticality, identification of data sources for each metric, establishment of baseline and target metrics, validation of data and attest to data accuracy, development of consequence management plan (including risk mitigation actions) and participation in a pilot.

Enterprise Transformation Guide
The Enterprise Transformation Guide is a web-based toolkit that supports the activities and tasks described in DA PAM 5-xx, Implementation of Army Enterprise Transformation. The Guide contains tools, templates, samples and references, and can be found at http://www.army.mil/aeioo/toolkits/

Performance Based Agreements
An agreement between the service provider and the user – based on operationally focused outcomes – that specifies the level of service expected during the term of the agreement.